



Critical Applications Modernization & Integration Strategy



**Washington State
Department of Transportation**

Project Charter

Version 1.0

August 28, 2005

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1. Document Overview

1.1 Related Documents

This document should be used in conjunction with the following documents:

- Critical Applications Modernization & Integration Strategy Communication Plan.
- Critical Application Modernization & Integration Work Plan.

1.2 Reviews and Approvals

This document requires review and approval.

1.2.1 Approvals

This document was approved by:

Name	Title	Date

1.2.2. Reviewers

This document was reviewed by:

Name	Title	Date

1.3 Summary of Changes

This section records the history of changes to this document. Only the most significant changes are described here.

Version	Date	Author	Description of Change

Where significant changes are made to this document, the version number will be incremented by 1.0. Where changes are made for clarity and reading ease only and no change is made to the meaning or intention of this document, the version number will be increased by 0.1.

1.4 Distribution

This document has been distributed to

Name	Title	Date of Issue	Version

1.5 Document Control Information

At the end of this document is a labeled box indicating the end of text as shown below.

<p>Critical Applications Modernization & Integration Strategy</p> <p>END OF DOCUMENT</p>
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Any copies that are found to be incomplete or obsolete should be destroyed under supervision or returned to the owner.

2. Introduction

The purpose of this Project Charter and work plan is to ensure that the Washington State Department of Transportation (WSDOT) and Eclipse Solutions, Inc. (Eclipse) project team have the same understanding and expectations regarding the WSDOT Critical Applications Modernization & Integration Strategy project—the scope, objectives and timing of expected outcomes. The Project Charter for this project is based upon:

- The Eclipse proposal to WSDOT.
- The contract between WSDOT and Eclipse.
- Subsequent discussions between Eclipse and WSDOT project sponsors.

This charter document is intended to be a guide for the project team and for WSDOT participants on the project. We anticipate that minor mid-course corrections will occur throughout the life of the project. These mid-course corrections will be discussed with the WSDOT Project Manager, whose agreement will be obtained prior to implementation of any such change.

This Charter describes the justification for the project; states the objectives of the project; presents the milestones, deliverables and expected outcomes of the project; identifies the roles and responsibilities for the project (for both Eclipse and WSDOT); and defines quality control and communication mechanisms. The intent of the Charter is to assure a common understanding of and an agreement on the project.

The remainder of this document presents the project background, scope, roles and responsibilities, schedule, deliverables and assumptions.



3. Project Background

WSDOT currently manages 90+ computer applications to support WSDOT business functions, including program and project management, budget, accounting, computer aided engineering, inventory tracking, traffic operations, construction, and materials testing/validation. Some of these applications effectively meet business needs and others do not.

The focus of this effort is on the key applications that support project management, program management financial accounting, and budgeting for the highway construction management.

These applications have the following characteristics:

- Include the four largest applications in the agency.
- Have an average age that is more than double the industry-wide average.
- Several reside on WSDOT's mainframe.
- One is currently under development.
- One is currently targeted for replacement (Labor Collection).

Current business processes and support systems are inflexible and necessitate significant manual effort to meet program management and reporting needs—increased risk of errors and inconsistent data are a direct result of manual intervention. These limitations also have the following impacts:

- WSDOT's commitment to "No surprises," that is the ability to provide meaningful/timely project status updates, requires manual intervention at several key data collection points which can lead to inconsistent reporting and can negatively affect WSDOT's program management/reporting credibility.
- Manually developed project lists take weeks to develop and can take nearly as long to update.
- Project milestone charts requested by legislators together with subsequent updates require several weeks of manual effort utilizing multiple data resources and an inefficient approval process, which is inefficient and prone to error.

Maintaining inefficient legacy systems is cumbersome and expensive. For example:

- In an effort to reduce vendor payment processing time and costs through the use of the state's electronic funds transfer functionality, WSDOT had to modify 100 modules in its accounting system because the current software did not support this standard business tool. An effort that should have been simple took several months to complete.

WSDOT systems don't support new ways of doing business—Design/Build Projects. For example:

- WSDOT staff cannot report separate design and constructions costs for its mega design/build projects without the use of offline "workaround" systems, which will not support future program level management and reporting requirements.

Data is housed in more than one place. Systems are not effectively linked. For example:

- When researching the actual cost of construction in preparation for the SR 519 ribbon-cutting ceremony, WSDOT staff was faced with multiple, conflicting numbers from multiple systems. The process to identify the appropriate costs was manual, time-consuming and confusing. If key systems were effectively linked, the data could be stored in one place, be available to all systems and would be synchronized to minimize confusion.

WSDOT requires that the project team develop a “needs assessment for future automation development and enhancements” for WSDOT’s critical computer applications based on the business needs of those functional areas of the department they support. WSDOT and Eclipse will work with the Office of Financial Management and the Department of Information Services to ensure that (a) the department’s current and future system development is consistent with the overall direction of other key state systems; and (b) when possible, common statewide information systems are used or developed to encourage coordination and integration of information used by the department and other state agencies and to avoid duplication.

This project requires a comprehensive analysis and review of existing requirements; assessing WSDOT’s future requirements for 11 critical applications and processes; and ensuring all business requirements are clearly and accurately understood and documented. Each of these tasks are independent components of work, with each being completed and approved prior to final acceptance of project completion:

1. Assess and document the current state of the critical applications from both a business delivery and technical perspective. Interview key stakeholders and review existing pertinent reports/documentation.
2. Identify immediate and projected information requirements for each key business area. Highlight needs for cross-functional integration/interoperability. Don’t limit the focus to existing applications/processes or agency-specific solutions.
3. Perform a gap analysis.
4. Analyze findings (from steps 1 and 2) and identify opportunities for process/application improvements. Include both business and technically driven improvements.
5. Briefly document alternatives for implementing key improvements. Review with project Steering Committee and obtain approval to fully formulate selected alternatives.
6. Fully formulate and document each of the alternatives selected in step 4. Maintain focus on both effective and efficient use of state resources. Focus on adoption of best practices for both business and technical solutions. The alternative of maintaining the status quo must be documented and included in the final report. Each documented alternative must include:
 - A clear description of the benefits to be gained by making the change.
 - A high level estimate of the cost to make the change.
 - An assessment of the risks involved with the proposed alternative.



7. Complete a final report for presentation to the transportation committees of the Washington State Senate and House of Representatives by December 2005. The schedule must include time for preliminary reviews by WSDOT executives, the project Steering Committee and representatives of the Office of Financial Management (OFM), Department of Information Services (DIS) and Transportation Performance Audit Board (TPAB).

4. Project Scope

The project team is required to conduct and document a review of WSDOT's current and future business requirements for the functional areas supported by the 11 core applications. The primary objective is to streamline the processes and provide a clear definition of the business requirements to drive the design of the new, integrated application suite.

The project scope contains both a physical and logical component. The physical scope defines the systems, associated processes and peripheral tools identified as in scope for this project. The logical scope defines the types of analysis to be completed. The table below defines the physical and logical scope for the project, describing what is included and what is assumed to be excluded:

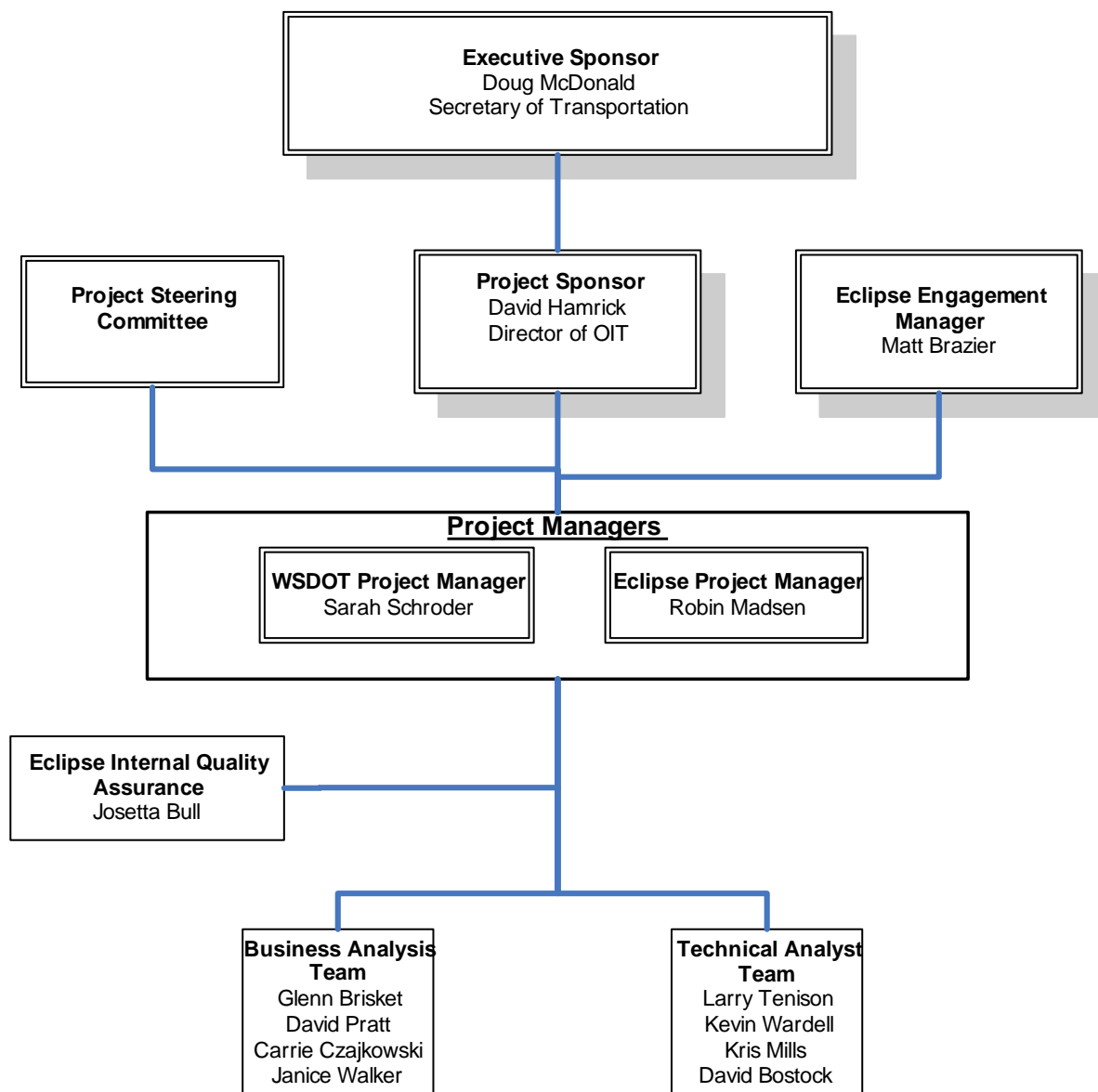
Scope	Included	Excluded
Physical	<p>This study will focus on the major applications and processes that support project/program management and financial processes at WSDOT:</p> <ol style="list-style-type: none"> 1. Capital Program Management System (CPMS). 2. Construction Contracts Information System (CCIS). 3. Contract Administration and Payment System (CAPS). 4. Estimate and Bid Analysis System (EBASE). 5. Labor Collection and Distribution System/Payroll (Labor Payroll). 6. Priority Array Tracking System (PATS). 7. Project Delivery Information System (PDIS). 8. Project Summary (ProSum). 9. Transportation Information Planning and Support System (TRIPS). 10. Transportation Reporting and Accounting Information System (TRAINS). 11. Work Order Authorization System (WOA). 	<p>Processes related to inventory, asset management and maintenance.</p>
Logical	<p>This study will include the following types of analysis activities for WSDOT project management, program management, accounting, budget and grants management systems and processes:</p> <ul style="list-style-type: none"> • Assess and document the current state for business value, technical quality, financial impact and strategic value. • Identify immediate and projected requirements for processes and systems. • Create an overall conceptual vision for business process and application. • Assess the gap between the current state and the immediate and projected requirements. • Prioritize the gaps identified. • Conduct market surveys and solicit vendor input. • Identify alternative solutions and solution sets, highlighting quick wins. • Prepare cost worksheets for solution options. • Identify the pros and cons for solution options. • Identify the pros and cons for alternative solution sets. • Prepare alternative mitigation and integration strategies. 	

5. Project Roles and Responsibilities

Clearly defined project roles and responsibilities are essential for a successful project. This section focuses on defining the governance structure of the project, the team members and their roles and responsibilities.

5.1 Governance Structure

The governance structure dictates the decision makers and guidance mechanisms for the project. The project governance structure is graphically displayed below:



5.2 Project Team Roles and Responsibilities

The table below lists the project team members and stakeholders and their roles and responsibilities:

ROLE/MEMBER(S)	RESPONSIBILITIES
Executive Sponsor: Doug McDonald, Secretary of Transportation	<ul style="list-style-type: none"> Provides guidance and makes critical project decisions on cost, scope and schedule. Reviews project status reports.
Project Sponsor: David Hemrick, Director of OIT	<ul style="list-style-type: none"> Provides guidance and makes critical project decisions on cost, scope and schedule. Reviews project status reports.
Steering Committee: David Havrick Marcy Yates Aaron Butters Dan Sunde Amy Arinis Roy Grinnell Mike Frucci Jamie Selby Sarah Schroder Rose This	<ul style="list-style-type: none"> Provides guidance and makes critical project decisions on cost, scope and schedule. Attends steering committee meetings and presentations on the project. Reviews project status reports.
WSDOT Project Manager: Sarah Schroder	<ul style="list-style-type: none"> Client-side project manager, works closely with the Eclipse Project Manager to schedule events and tasks, and arrange for WSDOT resources; reviews key deliverables.
External Interviews: Representatives from the following: Transportation Commission Office of Financial Management (OFM) Transportation Performance Audit Board (TPAB) Department of Information Services (DIS) Joint Legislative Audit and Review Committee (JLARC)	<ul style="list-style-type: none"> Provides input on opportunities and challenges with existing business processes and systems and their requirements for a modernized and integrated systems approach.
Internal Subject Matter Experts: Critical System Work Groups	<ul style="list-style-type: none"> Attends and participates in system work groups for area of expertise.

ROLE/MEMBER(S)	RESPONSIBILITIES
Eclipse Engagement Manager: Matt Brazier	<ul style="list-style-type: none"> • Provides project support. • Provides project oversight. • Provides project quality assurance. • Conducts methodology review. • Conducts deliverable review. • Monitors projects issues and risk. • Assists in final presentations, as needed.
Eclipse Internal QA: Josetta Bull	<ul style="list-style-type: none"> • Provides project support. • Provides project quality assurance. • Conducts methodology review. • Conducts deliverable review. • Monitors projects issues and risk. • Assists in final presentations, as needed.
Eclipse Project Manager: Robin Madsen	<ul style="list-style-type: none"> • Provides project support. • Provides project oversight. • Provides project quality assurance. • Conducts methodology review. • Conducts deliverable review. • Monitors projects issues and risks. • Assists in final presentations, as needed.
Eclipse Business Analyst, Team Lead: Glenn Briskin Dave Pratt	<ul style="list-style-type: none"> • Performs business area analysis. • Facilitates meetings, collect data. • Completes assigned tasks. • Develops business area deliverable. • Monitors and reports projects issues and risks. • Assists in final presentation, if needed.
Eclipse Business Analysts: David Bostock Carrie Czajkowski Janice Walker	<ul style="list-style-type: none"> • Performs business area analysis. • Attends meetings, collects data. • Completes assigned task. • Develops business area deliverable. • Monitors and reports projects issues and risks. • Develops economic analysis deliverable.
Eclipse Technical Support: Kevin Wardle	<ul style="list-style-type: none"> • Provides project technical support. • Provides technical oversight. • Provides technical quality assurance. • Reviews technical deliverable review. • Monitors projects technical issues and risks.
Eclipse Technical Analyst, Team Lead: Larry Tenison	<ul style="list-style-type: none"> • Performs technical application analysis. • Facilitates meetings, collects data. • Completes assigned tasks. • Develops technical deliverable. • Monitors and reports projects issues and risks. • Assists in final presentation, if needed.
Eclipse Technical Analyst: David Bostock Kris Mills	<ul style="list-style-type: none"> • Performs technical application analysis. • Attends meetings, collect data. • Completes assigned tasks. • Develops technical deliverable. • Monitors and reports projects issues and risks.

6. Schedule of Activities, Project Deliverables and Delivery Dates

The project is scheduled to begin in early August and finish in late December. The following table provides a high-level breakdown and due dates of tasks and deliverables:

Project Phases and Deliverables	Start Date	End Date
Task 0.0 – Project Planning and Management	08/11/2005	08/29/2005
Deliverable 0.1: Project Charter.		
Deliverable 0.2: Final Work Breakdown Structure and Schedule.		
Deliverable 0.3: Project Communication Plan.		
Deliverable 0.4: List of Interviewees and Interview/Meeting Schedule.		
Deliverable 0.5: Project Kick-off Meeting.		
Task 1.0 – Assess and Document Current State	08/15/2005	09/19/2005
Deliverable 1.1: Documentation of stakeholder interviews and notes from reviews of pertinent materials.		
Deliverable 1.2: Documentation of existing business processes and applications (with graphical representation as appropriate).		
Deliverable 1.3: Walkthrough materials—Business and Technical Current State documents, which will include existing business process and application documentation and diagrams.		
Task 2.0 – Identify Immediate and Projected Requirements	09/12/2005	10/03/2005
Deliverable 2.1: Walk-through materials—Business and Technical requirements will be separated for easier walk-through discussion.		
Deliverable 2.2: Business and Technical Systems Requirements document that describes the desired processes and applications (with graphical representation as appropriate). Document will capture current and future state system requirements.		
Task 3.0 – Perform Gap Analysis	09/26/2005	10/17/2005
Deliverable 3.1: Gaps Report, highlighting major differences between existing processes and systems and desired future state processes and systems.		
Task 4.0 – Analyze Findings and Identify Improvement Opportunities	10/17/2005	10/31/2005
Deliverable 4.1: Alternatives Analysis Presentation, purpose is to discuss potential alternatives, plusses and minuses, and a list of selected alternatives to be further developed in Task 5.0.		
Task 5.0 – Draft Initial Alternatives Document	10/24/2005	11/14/2005
Deliverable 5.1: Draft Migration/Integration Strategy Report with selected viable alternatives and quick wins highlighted.		

Project Phases and Deliverables	Start Date	End Date
Task 6.0 – Final Alternatives Document	11/14/2005	11/28/2005
Deliverable 6.1: Final Migration/Integration Strategy Report.		
Deliverable 6.2: Materials, charts, graphs, handouts, etc. for legislative committee appearances.		
Task 7.0 – Final Report and Presentation	11/21/2005	12/05/2005
Deliverable 7.1: Final Migration/Integration Strategy presentation materials and/or presentation delivery, as needed.		
Task 8.0 – Project Close-out	12/05/2005	12/23/2005
Deliverable 8.1: Eclipse Project Close-out Report		

For the task breakdown related to each deliverable see the Work Plan.

6.1 Assumptions

Eclipse has made the following assumptions in developing this Project Charter and work plan:

- WSDOT staff and external entities will be available for interviews to assess the existing systems thoroughly.
- WSDOT staff are willing to envision business transformation alternatives for critical processes and systems.

6.2 Constraints

The project is constrained by the following:

- All final deliverables are to be completed and accepted by WSDOT on or before December 31, 2005.
- The project budget is not to exceed \$294,600.

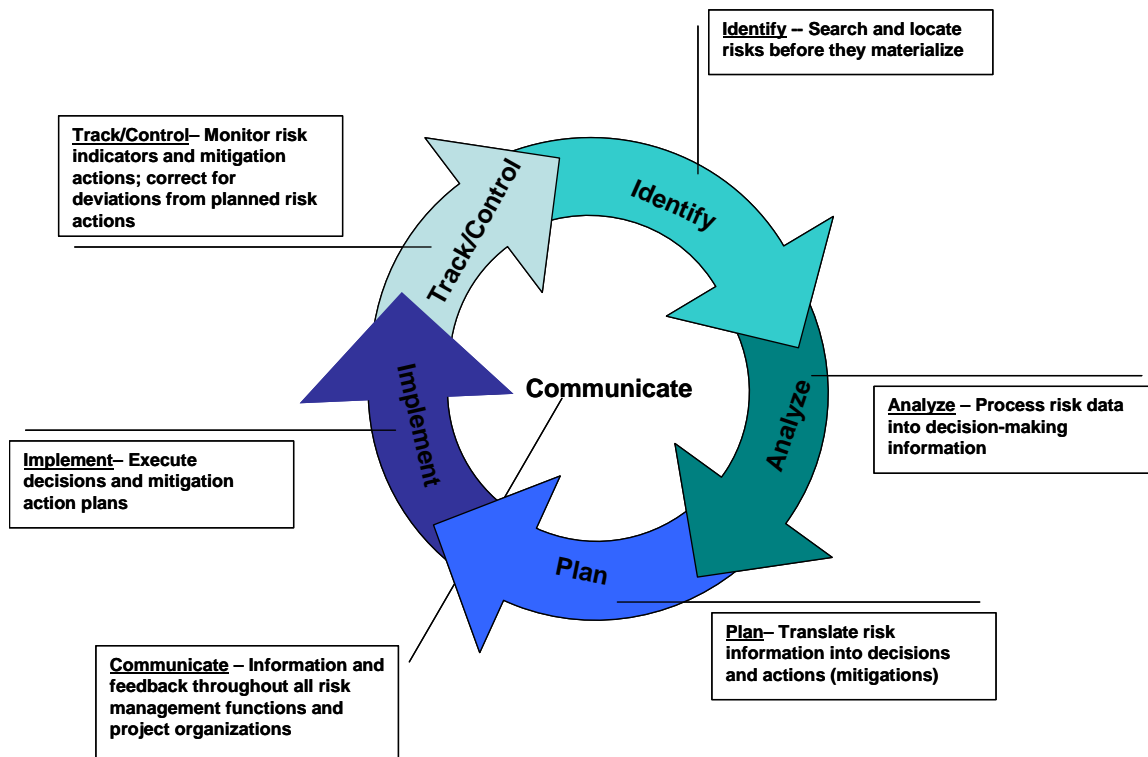
7. Risk and Change Management

7.1 Risks/Issues Management

The project control approach consists of ongoing project support to ensure project continuity, professional project management and successful project completion. As the team and stakeholders identify risks/issues, the team will log them into an Issue Tracking Log. The team will thoroughly analyze and translate the risks/issues into decision points. Based on the decisions made by the project team and stakeholders, the team will develop and execute plans to mitigate the situation.

Communication is key when managing risks/issues. The status of all risks/issues and changes will be reported in each status report and meeting until all project members and stakeholders agree the issue is closed. For a more detailed description of status reporting and communication methods, see the Communication Plan.

The Risk Management diagram shown below portrays the high-level process steps of the Risk Management process that the project team will employ:



7.2 Change Management

Project change management is similar to risk/issue management in that communication is key. Changes can include schedule shifts, cost changes, scope changes and resource modifications. The team will describe all minor changes in status reports and meetings with project members and stakeholders to gain consensus before implementing change actions. Changes of significant size (10% project impact and greater) will be reported immediately to the WSDOT Project Manager and Project Sponsor. For a more detailed description of status reporting and communication methods, see the Communication Plan.



8. Sources of Funding

An 05-07 Budget Proviso, from the Washington State legislature, directed the WSDOT to develop a 'financial and capital project system needs assessment for future automation and development and enhancements.

Critical Applications Modernization &
Integration Strategy

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